

MILITARY BUREAUCRATIC REFORM (STUDY: BUREAUCRATIC REFORM LANTAMAL VII KUPANG EAST NUSA TENGGARA)

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Abstract: *This research is to: 1) find an effective bureaucratic reform model in Lantamal VII Kupang against organizational effectiveness in the Military Administration system. 2) testing and analyzing the influence between variables (dependent and independent) in the RB model in the military in the Military Administration system. The approach used in this study is a mixed method. using sequential exploratory strategies. In the first stage the researcher collects and analyzes qualitative data then collects and analyzes quantitative data in the second stage which is based on the results of the first stage. This study found that the area of change in bureaucratic reform in the military with the principle of efficiency as the highest standard is management that can only be implemented in times of peaceful situation (preparation of organizational readiness) towards organizational operational readiness, while effectiveness in military organizations is a product of efficiency because during military operations (post-operational preparation) under the burden of life and death situations, The emphasis is on effectiveness, not efficiency, where in its implementation it is necessary to pay attention to the military joints themselves or more specifically pay attention to the peculiarities of the military directed to the preparation of military operations themselves so that the effectiveness of defense tasks can be maximally achieved.*

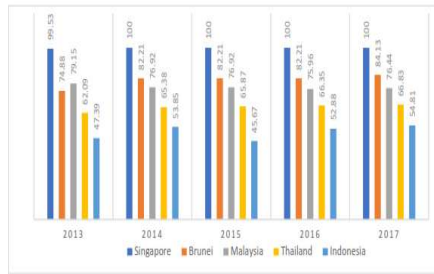
Keywords: *Military administration, Military bureaucratic reform, efficiency, effectiveness, operational readiness.*

1. Introduction

Effective bureaucracy will be realized in government is one of the three targets of bureaucratic reform in Indonesia as stated in Presidential Regulation Number 81 of 2010, it is stated that the target of Bureaucratic Reform in Indonesia which includes points to be achieved by certain actions at a predetermined time with various efforts made there are three important points, namely: 1. The realization of a clean and free government from corruption, collusion, and nepotism (KKN), 2. Improving the quality of public services for the community and 3. Increased capacity and accountability of bureaucratic performance.

The reform program is carried out ideally to overcome bureaucratic problems or what is commonly referred to as bureaucratic pathology. However, it turns out that both in terms of effectiveness and efficiency, the quality of bureaucracy in Indonesia is still far from the achievements of other countries. One of them can be seen through the Worldwide Governance Indicators (WGI) released by the World Bank to measure the quality of government governance in various countries. The following graph shows the quality of governance based on the five-year governance effectiveness index (2013-2017). When compared to several ASEAN countries such as Singapore, Brunei Darussalam, Malaysia, and Thailand, the score obtained by Indonesia is around the average figure of 50.92. Meanwhile, Singapore obtained an average score of 99.91, Brunei 81, 13, Malaysia 77.08, and Thailand 65.30. In 2017 when viewed based on its ranking

of 214 countries in the world, Singapore ranked first as the most effective government. Brunei ranked 34th, Malaysia ranked 50th, Thailand ranked 70th, and Indonesia ranked 95th (World



Bank, 2018).

Figure 1. Government Effectiveness Rating

Source: Comparison of the World Bank's Government Effectiveness Index (2018)

The data illustrates that the performance and professionalism of the bureaucracy is still one of the achievements that needs to be optimized. Another problem in the bureaucracy in Indonesia is related to the low efficiency of the bureaucracy. This opinion is corroborated by the results of research released by the World Bank in the Global Competitiveness Report that in Indonesia, bureaucratic inefficiency is still the most problematic factor in its government after the problem of corruption. In fact, this inefficiency is actually a trigger for corruption (World Economic Forum, 2017). Data released by the World Bank through the Inefficient Government Bureaucracy Index shows that within 10 years (2008-2017) the efficiency of the Indonesian government experienced an average growth per year reaching -3.52% (World Bank, 2018). This means that Indonesia has actually experienced a decline in terms of bureaucratic efficiency and in other words, the performance of the government bureaucracy in Indonesia is even more inefficient. Furthermore, the image below will illustrate the trend of inefficient government bureaucracy index in five ASEAN countries namely Singapore, Cambodia, Malaysia, Indonesia, and Thailand.

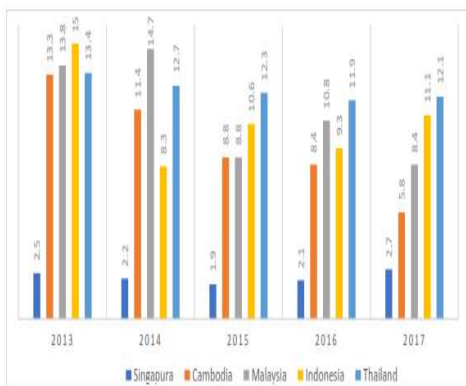


Figure 2. Trends in Government Bureaucratic Efficiency Index

Source: Comparison of Inefficient Government Bureaucracy Index (World Bank data, 2018)

Figure 2 shows the trend of the Inefficient Government Bureaucracy Index during 2013-2017. The trend in the chart above illustrates that Singapore is the most efficient country among ASEAN countries with an average index score of 2.4. Singapore also has a high average index score growth rate of 6.31%. The second place was achieved by Cambodia with an average index score of 9.54, then Malaysia with an average score of 10.32, Indonesia with 10.86, and in fifth place Thailand with an average score of 12.48 (World Bank, 2018).

One of the implementations of bureaucratic reforms is also carried out within the TNI. The implementation of the TNI Bureaucratic Reform that has been running is carried out by adhering to the Regulation of the State Minister of State Apparatus Empowerment and Bureaucratic Reform number PER/15/M.PAN/7/2008 concerning General Guidelines for RB. The RB TNI program is implemented by referring to 9 (nine) National RB programs with 8 (eight) areas of change. The implementation of the bureaucratic reform program in the TNI has three objectives, including increasing the use of information technology, increasing the efficiency and effectiveness of government management processes and improving the performance of the TNI.

The Kemenpan RB assessment during 2018-2019 explained that the success of bureaucratic reform from achieving the score target of 100 has not been achieved because it still received an assessment of around 66.62 in 2018 and 68.18 in 2019. This is due to bureaucratic reforms that so far the TNI has still experienced several obstacles, including first, the main task of the TNI as a state defense institution has the main task of upholding state sovereignty, maintaining the territorial integrity of the Indonesian Republic of Indonesia based on Pancasila and the 1945 Constitution of the Republic of Indonesia, and protecting the entire nation. and all Indonesian blood spills from threats and disturbances to the integrity of the nation and state (Law Number 34 of 2004 concerning the TNI in Article 7). Second, the characteristics of the TNI organization that have an impact on the mechanisms and procedures for carrying out tasks that are different from other government agencies. The existence of a hierarchy of rank and seniority is an institutional trait in every military organization, resulting in differences in duties, authorities and responsibilities of positions in the TNI. Third, the material managed by the TNI, in this case, defense equipment is a sensitive material which, if associated with the principle of transparency, will cause many obstacles. Although the TNI strongly supports the principles of transparency and accountability, the possibility that it can weaken the level of state secrecy like this remains a concern for the TNI. The existence of a hierarchy of rank and seniority is an institutional trait in every military organization, resulting in differences in duties, authorities and responsibilities of positions in the TNI. Third, the material managed by the TNI, in this case, defense equipment is a sensitive material which, if associated with the principle of transparency, will cause many obstacles. Although the TNI strongly supports the principles of transparency and accountability, the possibility that it can weaken the level of state secrecy like this remains a concern for the TNI. The existence of a hierarchy of rank and seniority is an institutional trait in every military organization, resulting in differences in duties, authorities and responsibilities of positions in the TNI. Third, the material managed by the TNI, in this case, defense equipment is a sensitive material which, if associated with the principle of transparency, will cause many obstacles. Although the TNI strongly supports the principles of transparency and accountability, the possibility that this kind of weakening the level of state secrecy will remain a concern for the TNI.

The implementation of bureaucratic reforms in a government / organization can fail or not be optimal. This is also experienced by the TNI, especially the Navy, which has great significance for the community in terms of services in the field of defense at sea so that the Navy must be able to provide an optimal level of service in an effort to maintain a good image in the community so that public trust in the TNI increases. In order for the activities carried out by the Navy to achieve maximum results, all activities must be integrated and directed.

Implementation of the RB Lantamal VII Kupang *Road Map* for 2020-2024, it is hoped that

all Satkers in the Lantamal VII Kupang environment can understand and implement the entire Navy RB program. However, the implementation of bureaucratic reform in the Lantamal VII Kupang environment has shortcomings and obstacles in its implementation (Follow-up Evaluation Report on the implementation of the bureaucratic reform program in the Lantamal VII environment in 2020), among others first, there is no understanding of the staff of the RB Lantamal VII Kupang organization about all activity programs. bureaucratic reform, taking into account the connection between activities, budget allocation and personnel quality in the personnel of the bureaucratic reform organization in understanding the program of its activities in the Lantamal VII Soldiers so that the goal of achieving good governance and improving professional, high integrity, clean and accountable government bureaucracy in Lantamal VII Kupang has not been fully achieved according to the program.

Bureaucratic reforms carried out based on Presidential Regulation No. 81 of 2010 concerning the Grand Design of Bureaucratic Reform and Regulation of PAN and RB No. 15 of 2010 concerning the Bureaucratic Reform Roadmap, as well as various other RB implementing regulations, after being carried out for approximately 10 years experienced several empirical achievements, but there are still some problems both in substance and implementation. The results of the RB Model that are currently made are more input oriented with the logic "If K / L / D applies the input of eight areas of change and receives remuneration, a clean bureaucracy from KKN will be realized, quality service performance and stronger accountability". because it is input oriented, the measure of success is the extent to which K / L / D already has SOP documents, has carried out guidelines issued by the Minister of Finance and RB, has conducted self-assessment, has received a remuneration of a certain percentage and so on. With this logic of thinking, it is not surprising that then people judge that RB does not provide real benefits that are felt to them. So it is not unusual for people to be busy implementing RB, various indicators related to the integrity and performance of the bureaucracy continue to sag (LAN 2014).

Furthermore, LAN (2014) in its study said that bureaucratic reform needs to be directed to build alternative models that are considered capable of answering reform goals more effectively and efficiently. As is known, the purpose of reform is to improve services and create a clean bureaucracy from KKN and strengthen accountability. The alternative model offered emphasizes more, especially the improvement of services carried out through the empowerment of stakeholders. The Conceptual Bureaucratic Reform Model is expected to be able to strengthen democracy of substance, where people are empowered to become citizens who can play an active and caring role in improving the services provided by the bureaucracy. This concern is an important instrument to create a transparent and accountable bureaucracy and clean from KKN. The RB model referred to by LAN is a contextual RB Model.

The importance of the contextual bureaucratic reform model is also in line with what Gerald Caiden (1965) said that administrative system reform never reaches the core of the problem because it is often limited to mere formalities. What Caiden said is very appropriate to describe the conditions that are happening in Indonesia because the government has not succeeded in carrying out bureaucratic reforms to improve its bureaucracy so that it can become an instrument of the state that can make a positive and meaningful contribution in the process of transformation into a democratic, civilized, highly competitive, and prosperous nation. For this reason, a professional, globally minded and highly competitive state apparatus is needed with key elements of implementing bureaucratic reforms conceptually, not the other way around, just a formality.

The importance of studying bureaucratic reform contextually by paying attention to diversity where bureaucratic reform is applied was also conveyed by Sayrani (2018), Sayrani explained that bureaucratic studies tend to ignore existing diversity, this reality and is used as a symptom of bureaucratic pathology so that the implication is that bureaucracy fails to explain (understand) the impasse of formal bureaucratic practices that tend to fail such as bureaucratic reform programs. What Sayrani conveyed was intended for public administration scientists to use an exploratory approach, not only the positivistic paradigm that became mainstream in bureaucratic studies, especially in Indonesia, which remained loyal in finding the source of the failure to the institutional (formal) dimension by conducting various deterministic organizational engineering, so it is expected that with an exploratory approach to contextual aspects of the bureaucracy such as the military bureaucracy can be unearthed and gain a better understanding of what is happening in certain parts of the life of a military organization.

Bureaucratic reforms empirically, especially in the military sphere, often imitate reform efforts in civil administrative bodies. The search for greater efficiency and effectiveness, higher productivity, and technological sophistication in the public sector is a major concern in reforming the military. (Weber and Eliasson, 2008:1). The interest of Governments around the world in reforming their militaries aimed at making the military more technologically sophisticated, more flexible, leaner, and more efficient is a common goal in any country's military. Therefore, a more in-depth examination (study) is needed to focus on the transformation of public administration in the military field in the context of studying public administration (Weber dan Eliasson, 2008:1).

The management of military organizations requires effectiveness and efficiency in bureaucratic reform, there are similarities and differences with non-military organizations. This system generates relevant information for planning, decision making, and evaluation (Merchant and Otley, 2006). Instead, the management of military organizations during military operations. Christiaan Davids et al, in (Soeters, 2010: 203) explain that the use of the principle of efficiency in the management of military organizations can only be applied in peacetime only (not in war operations), while if the military in the implementation of war military operations (OMP) the emphasis is on effectiveness. In the military context, the higher the risk of variability (through military or non-military means), the greater the need for effectiveness. The lower the risk or threat, the greater the freedom for efficiency-based plans (Young, 2015).

Janowitz 1973 in (Weber and Eliasson, 2008:10) understands the military as an open system, the effectiveness of which depends on its ability to adapt to social change. furthermore Nielsen in (Weber and Eliasson, 2008:249) explains the factors influencing the effectiveness of military organizations are 1). civil-military relations; 2). internal military organization and 3) changes in security challenges. Weber and Eliasson (2008:2) explain that the internal organizational factors of the military are aspects of human resource management, budgeting and finance, procurement, training and development, which are these administrative tasks that make it possible to lower effective combat power if not taken seriously in an administrative context. These internal organizational factors of the military, according to Peterson Ulrich, are the background to military reform. Peterson Ulrich in (Weber and Eliasson, 2008:351) explains military reform as primarily linked to new realities and new security challenges in the world with key elements of reform namely 1) budget 2) modernization of structures; 3) personnel reform; 4) Leader development and military education and 5) supplies/logistics.

The urgency of this research is that by finding an effective bureaucratic reform model in

the military against organizational effectiveness in the Military Administration system, it is hoped that it can find a solution to the inoptimality of the implementation of bureaucratic reforms in military organizations so that it can make scientific contributions to the TNI / TNI AL in this case Lantamal VII Kupang related to the launching of the Bureaucratic Reform program, which until now still rarely research on reform Bureaucracy is carried out in military institutions.

2. Literature Review

Theory of Public Administration

Public administration, according to Chandler and Plano in Pasolong (2017:8) is the process by which public resources and personnel are organized and coordinated to formulate, implement and manage decisions in public policy. Definition of public administration according to Pasolong (2017:9) Public Administration is cooperation carried out by a group of people or institutions in carrying out government tasks in meeting public needs effectively and efficiently. According to Rosenbloom and Goldman (2nd edition, 1989) public administration is the use of managerial, political and legal theory and practice to fulfill legislative, executive and judicial tasks for the determination of regulatory functions and services to society as a whole or for some segments of society.

Chandler and Plano in Keban (2004:3) Public Administration is the process by which public resources and personnel are organized and coordinated to formulate, implement, and manage decisions in public policy. Furthermore, Chandler & Plano in his Book *The Public Administration Dictionary* (1982) states that administration is the process of how the policy is implemented. According to Gulick, administration involves determining key policies; development and adoption of special programs; creation of organizations; provision of personnel; financial authorization; administrative supervision, coordination, and control of activities; and audits and review of results. Under this broad definition, he states that administration is always involved in politics and the policy process (Brian R., 2014:133) From the definition of Plano and Gulick it can be concluded that Public administration always has something to do with policy and government Organization (Bureaucracy).

Building the science of public administration according to Herbert A. Simon (1946) is the process of individual decision-making, and decision-making in an organizational environment. Simon's proposed foundation for the construction of the science of public administration is the dichotomy of fact / value, with which he seeks to describe the value-free domain in which scientific investigations can be carried out. Public administration refers to two distinguishable but closely related activities: (1) professional practice and (2) an academic field that seeks to understand, develop, criticize, and improve professional practice itself relating to the management of the field of government and other public activities. (Frank Marini in Jay M. Shafritz, 2000:3). From the definition of public administration according to Simon and Frank Marini, it can be concluded that public administration refers to two activities that can be distinguished but closely related, namely academic/ scientific studies and professional practice with an emphasis on the value of efficiency.

Military administration includes the functions of planning, organizing, staffing, financing, training, equipment and maintenance of the bureaucracy. Interestingly, military administration is larger than actual combat units, usually the ratio is three to one. The functions of military administration are the concepts of professionalism, accountability, efficiency and effectiveness.

Because the stakes are so high in terms of loss of life and sometimes the survival of the nation. (Jeffrey A. Weber and Johan Eliasson, 2008:3)

Administrative Reform Theory

Administrative reform is an artificial stimulus of administrative transformation against resistance (rejection). Based on this, because administrative reform is man-made, thought out, planned so that it is not natural, spontaneous and automatic, it is a stimulus, because it involves persuasion, argumentation, and contains strict sanctions. Caiden (1962) defines administrative/bureaucratic reform as a powerful impetus for administrative transformation. Administrative change is defined as the adjustment of the organization to various conditions that tend to fluctuate. Administrative reform is a process of directed transformation whose goal is for the public sector to conform to three 3E management: efficiency, effectiveness, and economy (Botlhale, in Farazmand 2018).

Administrative reform deals with improving government efficiency, organizational effectiveness in public administration, and building institutional capacity for public service delivery (Jooste 2008). The ultimate goal is to serve the development needs of specific communities, by empowering government units to provide services effectively (Azizuddin in Farazmand, 2018).

Bureaucracy Theory

The bureaucracy is both civilian and military which is an institutional device or a government machine, that carries out policies and programs and achieves political goals. (Farazmand, 2018). Farazmand explained that bureaucracy is an order of formal administrative action by the government and a mechanism for implementing public policies. Bureaucracy is the most rational and efficient form of organization designed by man. Bureaucracy as an efficient machine is a metaphor for its ability to carry out tasks consistently, impartially, and economically. (De Hoog in Shafritz, 2000:132). Weber asserts that domination is exercised through administration and that legal domination requires bureaucracy for its implementation. Even Weber regarded bureaucracy as the most rational and efficient form of organization ever created by man (Brian R., 2014:41).

The military is a major government bureaucracy in any country. The administrative changes that occurred in the military throughout the nation's history were responsible for some of the major changes that occurred in public administration (Weber&Eliasson, 2008:14). The bureaucratic aspect of military organizations presents a model of democratic accountability and legitimacy that is different from that of the civilian bureaucracy. In the professional model, the military is responsible for the fulfillment of civilian policy objectives, the bureaucratic model relies more on the transmission of authority, direction and, later, legitimacy down the chain of the National Command Authority. The same is also said (Peter Feaver, 2005) the professional domain focuses "on the interaction of political actors played out in the institutional setting of government. (Weber&Eliasson, 2008:18)

The armed forces have a long history as a highly hierarchical, highly disciplined, (semi)totalitarian institution, which has a deep sense of professional identity and exercises broadly defined operational autonomy. These characteristics foster an independent and inward organizational image and culture. As a rule, such leadership as elites prefers to keep politicians

and the public away, while carrying out its core business. Paul Ducheine et al, in (Soeters et al, , 2010:29). But at the same time, the military can be viewed as a bureaucratic model subject to the Government as the highest authority in carrying out a monopoly of violence (Soeters et al, 2010:29)

Based on both descriptions it can be concluded that in the military bureaucracy there are two emphasises, one emphasizes complete professional autonomy, the other emphasizes democratic control over the complexity and diversity of civil-military relations. Paul Ducheine et al, in (Soeters et al, , 2010:29). In the military bureaucracy Just like civil servants in other government bureaucracies, they act for the personal interests or interests of their branches of organizations or services. In addition, the positions of 'principal' (minister, Government, civilian supervision) and 'agent' (professional soldier) are interrelated. Sometimes, it depends on the bargaining/lobbying process. Ducheine et al, in (Soeters et al, , 2010:32).

Theory of Bureaucratic Reform

The theory of change and reform points to three types of change and reform: top-down, bottom up, and institutional. Top-down reform is key to being motivated by the genuine motivation of the top leadership. Bottom-up reforms are most pushed upwards by pressure on demands for change. Institutional reform and change are somewhat more comprehensive and do not embrace only one organization or agency; They embrace the entire spectrum of government institutional arrangements or the entire system of an institution, involving its human resources, culture, and value systems. This change should be holistic and incorporate top-down and bottom-up approaches (Farazmand,2009;12). Any change in a piece in the revolutionary changes in the machinery of government and the administrative system will do more harm and create a new system that actually makes a bad one. The process of continuous improvement in the context of administration has several approaches, namely the process and impact approach. On the process approach, administrative reform focuses more on changes in processes, procedures and relationships among and fellow government administrations (Farazmand, 2009: 126). Bureaucracy stands for order, specialization, professionalization, and stability; its tendency to change is low and must be implemented with additional dynamic energy and forces for its change (Farazmand, 2009;12). in simple language Ferlie (1996:34) states that bureaucratic reform is defined as a process to change the processes and procedures of public bureaucracy and the attitude of bureaucrats, to achieve maximum organizational effectiveness, and further to achieve national development goals. Bureaucratic reform can be classified into three groups, namely institutional reform, apparatus resource reform and system and procedure reform (Djani, 2020).

Based on the description above, there are several good points of bureaucratic reform that are synonymous with change, have a very close cohesion with the concept of innovation aimed at three aspects, namely the organizational structure, the system that governs, and the people who run it. In order for this bureaucratic reform to run well, systematic and holistic changes are needed, the main factor in bureaucratic reform is the rapid change in the administrative system environment and the purpose of bureaucratic reform is to increase efficiency and effectiveness. Thus, bureaucratic reform is an improvement effort that is carried out in a planned and sustainable manner in all aspects of the bureaucracy aimed at improving bureaucratic performance.

Bureaucratic Reform in Military Organization Theory

Military organization as a prime example of bureaucracy was originally a highly coercive and mechanistic organization with a sharp division of labor, and power (i.e. orders and rules) flowing in one direction from above was subjected to much criticism from academics. (Soeters et al, 2010:5). Bureaucracy in the military has evolved in response to undesirable organizational phenomena such as nepotism, corruption and wrong organizational behavior such as rigid hierarchies, politics or strong (physical) domination. Strict organizational rules, in addition to the laws of society, are important in preventing unacceptable behavior such as using weapons at will. This pathology of bureaucracy is an important issue in the military. Bureaucracy in its modernized form (Soeters 2000) must remain, both in the military and in other organizations (Wilson 1989; du Gay 2000). It makes military organizations better, even ethically acceptable (Soeters et al, 2010:5-6).

The reason for considering making changes in military organizations is for highly effective organizations consisting of highly competent personnel, possessing advanced and modern equipment used to protect the country and citizens as well as the Military accustomed to contingency planning and rapid deployment of troops. Risa A. Brooks in (Weber and Eliasson, 2008:224).

3. Methodology

The approach used in this study is mixed methods. Mixed research is a research approach that combines qualitative research with quantitative research (Creswell, 2013: 5). This study used a mixed method research design using a sequential exploratory strategy. In the first stage the researcher collects and analyzes qualitative data then collects and analyzes quantitative data in the second stage which is based on the results of the first stage. The main weight of this strategy is on qualitative data (Creswell and Plano (2007) in Creswell, 2013:317). The merger between the philosophy of quantitative methods (positivistic and qualitative philosophy (post positivistic/interpretive) by Johnson and Christensen (2007) is called pragmatic philosophy. Pragmatism is a 'home' for researchers who use mixed methods as a flagship to conduct research (Liliweri, 2018:128-129).

This study uses abductive reasoning. abductive reasoning comes from knowledge/theory or modifying by combining existing/appropriate theories to build new theories or modify existing theories (Saunders in Liliweri, 2018:133). Abductive Reasoning is an important variation of inductive reasoning or what is often called inference to obtain the best explanation (Larry Sanger in Liliweri, 2018:131). Abductive reasoning as a third alternative (other than deductive and inductive), through the adoption of a pragmatic perspective (Liliweri, 2018;782).

This study determined key informants consisting of parties involved in bureaucratic reform in Lantamal VII Kupang. The population in this study was all members of Lantamal VII Kupang, Samuel J. Moeda Kupang Naval Hospital, Lanal Lantamal VII Kupang (Lanal Mataram, Lanal Maumere, Lanal Pulau Rote, Lanal Labuan Bajo) and Yonmarhanlan VII Kupang as many as 750 people and elements of the Kupang marine community to assess the quality of public services Lantamal VII Kupang. Sampling in this study used proportional stratification of random sampling.

As a research instrument, quantitative methods are a source of questionnaires compiled based on research sub-variables. In quantitative research using questionnaires/ questionnaires, the

priority is responses that can be quantified so that they can be processed statistically (Slovin in Umar, 2003: 307).

The statistical tool used is Partial Least Square (PLS) version 3. The reason for using Partial Least Square (PLS) which is a variance-based SEM is because this quantitative research is preceding qualitative exploratory research. Chin and Newsted (1999) recommend a PLS approach when the theory is still relatively tentative or measurements for latent variables are new. Chin and Newsted's opinions are reinforced as stated in this study using the PLS-SEM analysis method. Hair et al. (2014) argue SEM is used both for exploration and confirmation of theory. Exploratory or variance based modeling involves the construction of theories, confirmatory modeling or confirmatory based testing theories. To confirm or disprove the theory, CB-SEM can be used. To build a theory or variance based can be used PLS-SEM.

Factors shaping the model of effective bureaucratic reform in the military, especially Lantamal VII Kupang.

The implementation of bureaucratic reform in the military the concept of efficiency as the highest standard in bureaucratic reform can only be applied to the realm of the power preparation process, while in the operational realm the principle of efficiency cannot be applied because under the burden of life and death situations, the emphasis is on effectiveness, not efficiency where in its implementation it is necessary to pay attention to the military joints themselves or more specifically pay attention to the peculiarities of the military directed to the preparation of military operations themselves so that the effectiveness of defense tasks can be maximally achieved. Furthermore, the concept is included in the concept of bureaucratic reform of military organizations but must still refer to the sources of the Ministry of RB Ministerial Regulation in the application of bureaucratic reform in the military Lantamal.

The importance of the principle of efficiency in bureaucratic reform which is also the most important goal for all organizations as Dwight Waldo stated in *The Administrative State* (1948), Waldo emphasized about considering efficiency as the highest value While in the management of military organizations the use of the keywords effectiveness and efficiency in bureaucratic reform there are similarities and differences with non-military organizations. Military organizations in peacetime adopted insights from the literature on the principles of bureaucracy, accounting and management control, as they shared with civilian organizations an emphasis on efficiency (Merchant and Otley 2006). In contrast, the management of military organizations during military operations, the management of military operations is known as "*command and control*" (C2). Under the weight of life and death situations, the emphasis is on effectiveness, not efficiency, with military commanders judged by their leadership qualities. Christiaan Davids et al, in (Joseph Soeters, 2010:203). About the importance of maintaining ready-made military capabilities is also conveyed by Laura J. Junor (2017) in her book "*Managing Military Readiness*" Understanding the limits of the nation's ability to awaken and deploy ready-made military forces is a basic element of national security. In the 2015 Indonesian Defense White Paper p. 113 explained The development of national defense is directed to be able to answer various possible threats and actual problems adapted to geographical conditions and the dynamics of the strategic environment.

In the context of Defense, readiness indicates that the part of a military capability that when considered with the sustainability of force will create force readiness. Readiness is the ability to

prepare a capability for operation in a set time. Therefore, readiness is a key determinant of the military capabilities that the Defense Force can provide. How effectively it is achieved, significantly affects the country's defense capabilities to conduct defense and directives from other governments (P. J. Barrett, 2003). Furthermore Richard Betts in (Ka Po Ng 2005) Military readiness is defined as a function of speed and effectiveness, while effectiveness is the product of efficiency. Then according to Betts, military readiness according to the basis of its doctrine is divided into three, namely operational, structural and mobilization readiness. While these aspects relate to the essential properties of military affairs, namely speed and efficiency. Operational readiness in the military is about how quickly a military unit can reach full capability.

From what was conveyed by experts and the basis of Indonesia's defense law above, it can be concluded that defense development in Indonesia must be directed to defense readiness in the face of possible threats to state sovereignty. the area of change in bureaucratic reform in the military with the principle of efficiency as the highest standard as Waldo stated is management that can only be implemented in times of peaceful situation (preparation of organizational readiness) to go towards operational readiness of the organization, while effectiveness in military organizations is a product of efficiency because during military operations it takes place (post operational preparation) under the burden of life and death situations, The emphasis is on effectiveness, not efficiency. And operational readiness in the military is the most important goal in management in military organizations because the preparation of ready-made military forces is a basic element of national security in any country.

Defense development in Indonesia must be directed to defense readiness in the face of possible threats to state sovereignty because in the context of Defense, readiness indicates that part of the military capability that when considered with the sustainability of force will create force readiness. The implementation of bureaucratic reform in the military the concept of efficiency as the highest standard in bureaucratic reform can only be applied to the realm of the power preparation process, while in the operational realm the principle of efficiency cannot be applied because under the burden of life and death situations, the emphasis is on effectiveness, not efficiency where in its implementation it is necessary to pay attention to the military joints themselves or more specifically pay attention to the peculiarities of the military directed to the preparation of military operations themselves so that the effectiveness of defense tasks can be maximally achieved.

This study has 11 hypotheses based on the pattern of relationship of variables in the qualitative findings as a model of bureaucratic reform in the military, the findings of the variable relationship pattern only apply in Lantamal VII Kupang, so the findings are still hypothetical for military organizations other than Lantamal VII Kupang. Therefore, whether the findings also apply to other military organizations, research is needed to prove the hypothesis to the wider population. To prove the hypothesis requires quantitative research methods. So the quantitative research method is a research method in the second stage that is used to prove the hypothesis of the results of the first stage of research.

As has been put forward to prove the hypothesis used quantitative research methods. The steps of quantitative research, research hypotheses that will be tested with quantitative methods are as follows:

H1: There is a positive and significant relationship between Change management and Operational Readiness.

H2: There is a positive and significant relationship between HR system governance and operational readiness.

H3: There is a positive and significant relationship between organizational structuring and strengthening and operational readiness.

H4: There is a positive and significant relationship between Strengthening supervision and Operational Readiness.

H5: There is a positive and significant relationship between Governance Strengthening and Operational Readiness.

H6: There is a positive and significant relationship between Civil-military Relations consisting of a synergistic dimension and a fundraising dimension with Operational Readiness.

H7: There is a positive and significant relationship between integrated logistics systems and operational readiness.

H8: There is a positive and significant relationship between Strengthening Accountability and Operational Readiness.

H9: There is a positive and significant relationship between Policy Deregulation and Operational Readiness.

H10: There is a positive and significant relationship between Strengthening public services and Operational Readiness.

H11: There is a positive and significant relationship between Operational Readiness and Organizational Effectiveness.

Furthermore, the results will be discussed one by one based on research data that has been processed using smartPLS version 3.0. By conducting an overall test of model suitability (Outer Model test and Inner Model test). From the 11 hypotheses obtained 8 relationships of positive and significant influence influences and 3 no positive and significant effects of exogenous variables on endogenous variables. Furthermore, an analysis of the values of the parameters obtained is carried out, theoretical interpretation and managerial implications.

1) Change management (X1) with Operational Readiness (Y).

The results of qualitative research show that organizational change refers to the dynamic change process for each unit in the organization will have an impact on increasing organizational readiness. Organizational readiness with changes in the organization is influenced simultaneously by four elements, namely; content (direction of change), process (how the change is implemented), context (external factors) and individual attributes (internal factors). Reflecting on this, change management is very important in the implementation of bureaucratic reforms which are expected to be the driver of change to bring Lantamal VII as a military organization to shift or move from the current condition to the expected condition (operational readiness of the organization). Indicators Change management in military organizations due to their peculiarities and very strong hierarchy should pay attention to the practices and implementation steps for transformation in military organizations.

The results of quantitative analysis show that the t-statistical value for X1 against Y of the original sample value of 0.136 is positive and the calculated t is $2.765 > t\text{-table}$ (1.960) and the p-value of $0.006 < 0.05$ and the original sample value is positive. Thus the Hypothesis on this study is accepted. That is, the change management variable (X1) significantly positively affects the Operational Readiness variable (Y).

The results of this study are in line with the research of David Haas et al (2008) Implementing a knowledge management process known as Military Operations Quality Assurance can have a positive impact on Navy operational readiness In order to improve the operational readiness of the Navy, the Navy Department implements the knowledge management process. Leverage available data from existing onboard data collection systems to provide information that can be used to improve efficiency in aircraft maintenance and operation, flight safety, and flight crew training. enhanced efficiency drives operational excellence which means increased operational readiness.

Deborah H. Vergos (2010) in her book “*Navy’s Organizational Transformation: Substantiative Change Or Just More Management Hype*” explaining organizational changes and transformations in the Navy's Naval Aviation Enterprise aimed at modernizing the bureaucracy within the Department of Defense, the Department of Defense seeks to streamline and improve its organization and processes. Correspondingly, the Navy set out to transform, recapitalize, and modernize itself for the future while simultaneously meeting the requirements of war and operations readiness.

Change management is essential in the implementation of bureaucratic reforms in military organizations that will hopefully be the impetus for change to bring Lantamal VII as a military organization to shift or move from the current state towards the expected condition. With better management of changes in the implementation of bureaucratic reforms in the military, the operational readiness of military organizations will increase. Therefore, holistically, structured, and results-oriented managed changes will greatly assist military organizations in undergoing a transition period to the desired bureaucratic conditions.

2) Human Resource Management System (X2) with Operational Readiness (Y).

The results of qualitative research show that the area of change in apparatus HR management is a factor that must be considered in bureaucratic reform in the military which aims to create an effective and efficient bureaucracy with personnel recruitment management and its development by paying attention to training factors on an ongoing basis.

The results of quantitative analysis show that the t-statistical value for X2 against Y the original sample value of 0.105 is positive and the calculated t is $2.507 > t\text{-table} (1.960)$ and the p-value of $0.012 < 0.05$ and the original sample value is positive. Thus the Hypothesis on this study is accepted.

The results of this study are in line with what Rebecca A. Grier al (2012) conveyed, Rebecca explained that the concept of Military Cognitive readiness at the Operational and Strategic Level is used by the military to assess the availability of personnel who have completed training and technological functions. knowledge, skills, and abilities or attitudes necessary to conduct military operations effectively (Bolstad et al., 2006; Fletcher, 2004).

Pada tahun 2003, Michael Mullen, salah one key aspect of Sea Power is the focus on generating enough resources to recapitalize the Navy through the savings gained by organizational and process reform. fight for the efficient delivery of the right troops with the right readiness, efficiently, at the right time today and in the future. (Deborah H. Vergos, 2010).

John F. Schank et al (1997) in their book "*Relating Resources to Personnel Readiness Use of Army Strength Management Models*" explain that Personnel readiness is part of the hierarchy framework of readiness. Personnel, training, and materials all factor into the readiness of the unit,

which in turn contributes to the readiness of the Services provided. That readiness is combined with other Services and the Combined community to shape overall strength readiness

Then about the application of MSDM in the military the concept of personnel recruitment management and its development by paying attention to the training factor on an ongoing basis as conveyed by Weber and Eliasson (2008: 2) explained that a human resource management system that allows the military to recruit, train, and field personnel in assignments to win on the battlefield. mapping various competencies and performance criteria and evaluating and improving personal development processes.

Human Resources (HR) is a very important organizational asset, so its role and function cannot be replaced by other resources. the application of MSDM in the military the concept of personnel recruitment management and its development by taking into account the training factor on an ongoing basis. the better or more appropriate the Human Resource Management System in the implementation of bureaucratic reforms in the military, the more operational readiness of military organizations will increase. There is an emphasis on the peculiarities in personnel management in the military, one of the peculiarities lies in the peculiarities in the military leadership. The composition of the leadership as a resource that the organization has for the success of an organization. Because personnel readiness is part of the readiness hierarchy framework, the existence of good human resource management in military organizations will provide benefits to the organization so that it can produce better organizational performance, especially operational readiness.

3) Structuring and strengthening the organization (X3) with Operational Readiness (Y).

The results of qualitative research show that the area of change structuring and strengthening the organization is a factor that must be considered in bureaucratic reforms in the military aimed at increasing the efficiency and effectiveness of the organization of government agencies in proportion, carried out in military strategy with the development of power structures with modernization of equipment supported by supporting human resources in accordance with the needs of the implementation of their respective tasks, So that the military organization becomes the right function and the right size (right sizing). The target to be achieved through this program is to reduce the overlap of internal tasks and functions of government agencies and increase the capacity of government agencies in carrying out the main tasks and functions that will have an impact on organizational readiness so that later it will affect the effectiveness of the organization.

The results of quantitative analysis show that the t-statistical value for X3 against Y the original sample value of 0.130 is positive and the calculated t is $2.696 > t\text{-table} (1.960)$ and the p-value is $0.007 < 0.05$ and the original sample value is positive. Thus the Hypothesis on this study is accepted.

The result of this hypothesis that strengthening the organization will have an impact on increasing operational readiness in line with the contingency theory in Robbins (2018) explained that there is a relationship between the organizational structure and the situation with the existence of organizational readiness resulting from this relationship with the strengthening of the organization. Good managerial activities are carried out by the entire organizational structuring integrally, and cannot be carried out individually. The most effective organizational structure will depend or be contingent on the overall organizational situation so that later it will affect the effectiveness of the organization.

G. James Herrera (2020) in his book "The Fundamentals of Military Readiness" James explains that Organizing in the military is the arrangement of military power into defined units with an established command structure and defined tasks and missions whose output generates readiness by producing and maintaining a military force capable of resisting and completing assigned missions.

The importance of paying attention to institutional aspects / Structuring and strengthening the organization as part of the area of change in bureaucratic reform in the military is an element as one of the keys to the success of bureaucratic reform. The better or more appropriate the structuring and strengthening of the organization in the implementation of bureaucratic reforms in the military, the more operational readiness of military organizations will increase. The advancement of technology is a must to improve the capabilities of soldiers in the military by integrating with technological advances. Organizing in the military is the arrangement of military forces into defined units with an established command structure and defined tasks and missions whose output results in readiness by producing and maintaining a military force capable of resisting and completing assigned missions. so that later it will affect the effectiveness of the organization.

4) Strengthening Supervision (X4) with Operational Readiness (Y).

The results of qualitative research show that the supervision strengthening program plays an important role in ensuring that everything runs in accordance with the vision, mission, goals and targets of the organization. This is done with the aim of ensuring that public organizations such as Lantamal VII run in accordance with what has been regulated in the legislation. This control/supervision concept is applied to military organizations such as the Navy in improving operational readiness.

The results of quantitative analysis show that the t-statistical value for X4 against Y the original sample value of 0.101 is positive and the calculated t is $2.213 > t\text{-table (1.960)}$ and the p-value is $0.027 < 0.05$ and the original sample value is positive. Thus the Hypothesis on this study is accepted.

The results of this study are consistent with the modern control theory of Arnold Tannenbaum in (Hatch, 2006) summarizing the views of modern circles on organizational supervision where organizations that have interactions in the organization will have supervision that remains focused and keeps it in accordance with the plan of the organization. The organization requires a number of special adjustments as an integration of different activities with more optimal preparation. This result is to bring adjustments to the demands of the organization and the achievement of certain goals of the organization. Coordination and regulation created from different interests and potential behaviors diffused by members are a large part of the supervisory function to create optimization of organizational readiness. . This control concept can be applied to military organizations such as the Navy in improving operational readiness.

Barrett et al (2003) explain that the Audit is conducted within the framework of construction and preparedness doctrine, and considers Naval readiness according to the technical meaning of the term used by Defense. However, because sustainability is closely related to readiness, and elements of the two are often managed together, audits also cover some sustainability issues.

In supporting a strong national defense system, strategic steps are needed according to needs and appropriate in accountability and transparency. Audits serve as examiners of the systems the

Navy uses to manage readiness. The audit focused, however, on specific and detailed components of the Navy's approach to managing readiness, i.e. aspects relating to operations. The audit also collects information on operational readiness arrangements in the Navy. This information is used to provide context for Navy readiness management practices.

5) Governance Arrangement (X5) with Operational Readiness (Y).

The results of qualitative research show that the Management Structuring Program in Lantamal VII implemented with a strategy of increasing the use of information technology will have an impact on success in operational readiness and improve the effectiveness and efficiency of management of the implementation of the tasks of Lantamal VII Kupang as a military organization. Bureaucratic reform will take place if the information system policy is right. Information disclosure in the TNI body in connection with bureaucratic reform has policy differences. The TNI as a military organization has peculiarities in the implementation of bureaucratic reforms. Although the TNI strongly supports the principles of transparency and accountability, the possibilities that may weaken the level of state secrecy will remain a concern for the TNI.

The results of quantitative analysis show that the t-statistical value for X5 against Y the original sample value of 0.170 is positive and the calculated t is $3.548 > t\text{-table (1.960)}$ and the p-value is $0.000 < 0.05$ and the original sample value is positive. Thus the Hypothesis on this study is accepted.

The results of this study are in line with what Dennis Schultz et al (2018) said in his book "Military readiness, How emerging technologies can transform defense capabilities" explained that the core of readiness in military organizations is similar to the challenges faced by other organizations. Therefore, an information technology approach can help solve similar challenges for the military. With more accurate information, military organizations can make better and faster decisions. Deborah H. Vergos (2010) in her book "Navy's Organizational Transformation: Substantiative Change Or Just More Management Hype" describes organizational change and transformation in the Navy's Naval Aviation Enterprise aimed at modernizing the bureaucracy within the Department of Defense, the Department of Defense seeks to streamline and improve its organization and processes. Correspondingly, the Navy set out to transform, recapitalize, and modernize itself for the future while simultaneously meeting the requirements of war and operations readiness.

Bureaucratic reform efforts in military organizations are directed at organizations that are considered excessive and inefficient processes, organizational changes in the military are aimed at modernizing the bureaucracy in order to meet the requirements of war and operations readiness. With an information technology approach, it will produce more accurate information, so that it can make better and faster decisions. The Digital Modernization Strategy is the cornerstone to give the Troops a competitive edge in the modern battlespace. Bureaucratic reform will take place if the information system policy is right. Information disclosure in the TNI body in connection with bureaucratic reform has policy differences. The TNI as a military organization has peculiarities in the implementation of bureaucratic reforms. Although the TNI strongly supports the principles of transparency and accountability, the possibilities that can weaken the level of state secrecy will remain a concern for the TNI, therefore the better or more appropriate the Governance Arrangements in the implementation of bureaucratic reforms in the military will

increase the Operational Readiness of military organizations.

6) Civil-Military Relations (X6) with Operational Readiness (Y).

The results of qualitative research show that In a democratic society, vertical external control is controlled by a parliament that controls decisions made by the executive branch which ultimately that the external control of the armed forces is in the hands of the people. Capacity building and community resilience must be accompanied by increased cooperation and synergy by civilians and the military. This synergy is to strengthen security and defense and is a military adaptation and innovation for military combat readiness.

The results of quantitative analysis show that the t-statistical value for X6 against Y the original sample value of 0.214 is positive and the calculated t is $4.833 > t\text{-table (1.960)}$ and the p-value is $0.000 < 0.05$ and the original sample value is positive. Thus the Hypothesis on this study is accepted.

The results of this study are consistent with Institutional Theory, the thinking that underlies institutional theory (Institutional Theory) is based on the idea that in order to survive, organizations must convince the public or society that organizations are legitimate entities and worthy of support (Meyer and Rowan, 1977).

The results of this study are also in line with what Alice Hills (2001) said in Christoph Harig et al (2021) "Operational experiences, military role conceptions, and their influence on civil-military relations" Alice Hills explained that in the context of civil-military relations, the military adapts and innovates to perform new tasks or examines the implications of new missions for national and international security, and for military combat readiness. The relationship between civil-military relations and the conception of roles is circular and dynamic. To begin with, a certain balance of civil-military relations establishes the context for the conception of roles and operational experience, If civilian control and defense management are strong, then it is the civilian authorities that determine what the military does in practice and therefore have a considerable influence on the conception of the role of Christoph Harig et al (2021).

The results of previous qualitative research that the Variable of Civil-Military Relations consists of 2 (two) dimensions, namely Synergy and Fundraising. This is in line with the Law of the Republic of Indonesia Number 34 of 2004 concerning the Indonesian National Army, Article 1 Paragraph 6 explains that the state defense system is a universal defense system that involves all citizens, territories, and other national resources, and is prepared early by the government and is organized in a total, integrated, directed, sustainable manner, and sustainable to uphold state sovereignty, maintain the territorial integrity of the Republic of Indonesia and protect the safety of the entire nation from any threats. The universe defense system has the characteristics of populism, unity, and territoriality. The characteristics of the populace are carried out in a defense orientation enshrined by and for the benefit of the people. Meanwhile, the characteristic of equality means all national resources that are used for state defense efforts. Meanwhile, regional characteristics can be seen in the title of defense force held throughout the territory of the Republic of Indonesia with geographical conditions as a unit of defense (Purwanto, 2013).

Based on this description, Indonesia involves the people or society in its country's defense system. In addition to ocean management, the community is also involved in the defense of the country. As stated in Presidential Regulation Number 8 of 2021 concerning the General Policy of State Defense in 2020-2024, capacity building in the context of developing a non-military

posture is directed at realizing awareness and the role of the community as the nation's strength in supporting state defense, as well as the nation's resilience and endurance in facing every threat and dynamics of environmental change. Community involvement is related to the theory of participation, namely active community involvement in the entire process of activities, as a medium for growing cohesiveness between the community and the community with the government, in order to foster a sense of belonging and responsibility to the programs carried out (Histiraludin, 2004).

Indonesia involves the people or society in its country's defense system. The state defense system is a universal defense system that involves all citizens, territories, and other national resources, and is prepared early by the government and is organized in a total, integrated, directed, sustainable, and sustainable manner to uphold state sovereignty, maintain the territorial integrity of the Republic of Indonesia and protect the safety of the entire nation from any threats. A civil-military relationship that captures the complex relationship between three actors: the military, the civilian elite, and society. This relationship is understood as a dynamic phenomenon that is negotiated in everyday interaction and policymaking. Capacity building and community resilience must be accompanied by increased cooperation and synergy by civilians and the military. This synergy is to strengthen security and defense and is a military adaptation and innovation for military combat readiness. Countries that develop a balanced pattern of civil-military relations have a great advantage in gaining security as well as for military combat readiness.

7) Integrated Logistics System (X7) and Operational Readiness (Y).

The results of qualitative research show that the Integrated Logistics System is very important in the implementation of bureaucratic reforms related to operational preparedness which must be consistent to optimize the activities of the Navy in Lantamal VII Kupang. The readiness of technical conditions can only be realized through optimal logistical support. The role of effective and efficient navy logistical support, greatly affects the success of the main task. The success of the implementation of this task is determined by the readiness of the defense equipment to carry out operations, so the role of logistics becomes very decisive. Logistics management that ideally in the military, especially in Lantamal VII as a Navy Base, should be with an integrated logistics activity system, ideally where the logistics can meet targets on time and task effectiveness. Where from procurement to distribution is in one planning management. The role of Complete information in logistics management in the military is related to the efficiency and effectiveness of logistics management.

The results of quantitative analysis show that the t-statistical value for X7 against Y the original sample value of 0.109 is positive and the calculated t is $2.685 > t\text{-table (1.960)}$ and the p-value is $0.008 < 0.05$ and the original sample value is positive. Thus the Hypothesis on this study is accepted.

The results of research that show the influence between system theory and feedback (system theory and feedback) where system theory allows the decipherment of organizational behavior, both internally and externally in improving organizational readiness by providing goods and services in this case including logistics requested in increasing organizational effectiveness. Externally, it can connect the transactions of military organizations in logistics procurement with the right system so that there is an increase in the effectiveness of the organization. In relation to

systems theory, organization is seen as one element of a number of interconnected and interdependent elements that are one with another. Input (input) and output (output) flows are the point where the organization takes the source (input) from a wider system (environment), processes this source, and returns it in a changed form (output) in providing logistics with feedback in preparing organizational activities. Systems and feedback in the fulfillment of logistics needs will improve the readiness of the organization.

The results of this study are also in line with what Kostiuchenko (2020) conveyed in the journal "The Logistical Support System Elements For The Preparedness For Military Operations" Kostiuchenko conveyed the essence and content of logistical support in the military is for military operations preparedness, logistics management is to create the right management system, maintain every level of readiness, build and ensure the smooth running of combat operations. James Herrera (2020) in his book " The Fundamentals of Military Readiness" James Herrera explains that weapons systems are inputs to generate readiness, It is important to know that some weapons systems are essential for the readiness of certain types of units (for example, the availability of aircraft for aviation units or ships for surface fleets). Thus, when measuring and assessing the readiness of the unit as a whole, it is useful to assess the unit holistically, including all elements that contribute to the capabilities of the unit. Carl H. Builder et al (1995) describe 3 (three) main elements as inputs to produce readiness in the military, namely the organization, training, and equipment of troops. these three functions contribute to generating readiness, Builder further explained that equipping is providing military forces with the military equipment and commercial products needed to be able to carry out assigned missions, military equipment" includes all weapons systems, weapons platforms, vehicles, and ammunition from the Department of Defense, and components of those items.

The essence and content of logistical support in the military is for military operation preparedness, logistics management is to create a proper management system, maintain each level of its readiness, establish and ensure the smooth running of combat operations. 3 (three) main elements as inputs to produce readiness in the military, namely organizing, training, and equipment of troops. these three functions contribute to generating readiness, The readiness of technical conditions can only be realized through optimal logistical support. The role of effective and efficient navy logistical support, greatly affects the success of the main task. The success of the implementation of this task is determined by the readiness of the defense equipment to carry out operations, so the role of logistics becomes very decisive. Logistics management that ideally in the military, especially in Lantamal VII as a Navy Base, should be with an integrated logistics activity system, ideally where the logistics can meet targets on time and task effectiveness. Where from procurement to distribution is in one planning management.

8) Strengthening Accountability (X8) with Operational Readiness (Y).

The results of qualitative research show that accountability of performance in the military accounts for success/ failure of the implementation of programs and activities in achieving the mission and objectives of the organization. This program aims to increase the capacity and accountability of the performance of government agencies. The target of the program in the field of strengthening performance accountability in Lantamal VII Kupang is the realization of organizational performance accountability in the Lantamal VII environment so that it is able to carry out tasks

effectively, efficiently and accountably which aims to encourage the bureaucracy in Lantamal VII Kupang to be more performant and able to account for its performance and improve performance in achieving the vision, mission, and objectives of the organization in accordance with all the sources it uses.

The results of quantitative analysis showed that the t-statistical value for X8 against Y the original sample value of 0.061 was positive and the calculated t was $1.673 < t\text{-table} (1.960)$ and the p-value of $0.095 > 0.05$ and the original sample value was positive. Thus the Hypothesis on this study is rejected.

The results of the above hypothesis are in accordance with what is conveyed (Bernard J. Pieczynski, 2010) in his book "The Problem Of Accountability In The Military Profession" Accountability is the state of being responsible for the performance or performance of one's position or duties. Accountability in the military is the accountability of military officers for their successes/failures in military operations. Pieczynski further explained that this lack of accountability would undermine effectiveness. Pieczynski's statement was also reinforced by The issue of accountability in Carl James' Military Organization (National Defense. New York: Random House, 1981) in (Bernard J. Pieczynski, 2010) James explained that in the realm of accountability in the military, what must be considered is that we must be able to understand the concept of the difference between this war preparation and war battle, in order for the accountability of a military officer to be good, it must maintain great power to face future wars.

The Goal Approach determines effectiveness based on the idea that the organization is a tool to achieve goals, so effectiveness is always measured by the extent to which a particular goal can be achieved. Based on the journal *Organizational Effectiveness = Corporate Performance? Why and How Two Research Traditions Need to be Merged*, Glunk and Wilderom The Goal Approach Theory in arguing that in assessing an organization's effectiveness there are various approaches, one of which is by using the Rational-Goal Approach approach (Glunk, 1996:5).

As The Goal Approach Theory explains, if the goal is achieved then that effectiveness is based on the idea that the organization is a tool to achieve the goal. The objectives that will be obtained with accountability can be achieved organizational performance by achieving rational-goal approach with an approach centered on how an organization realizes that it can have readiness to achieve effectiveness.

Accountability is the key word of the system which is interpreted as the embodiment of the obligations of government agencies including military organizations in accounting for the management of resources and the implementation of policies entrusted to it in the context of achieving the goals that have been set through the medium of accountability and in the form of accountability reports that are compiled periodically.

The value of accountability is very important to be adopted as an accountability for the achievement of the objectives of military organizations. It is based on the argument that the existence or existence of a state, depends on its society. Therefore, it has become an obligation for military agencies such as the Indonesian Navy Lantamal VII Kupang to provide good and responsible services. Accountability itself according to Mardiasmo (2006: 3) is defined as a form of obligation to account for the success or failure of the implementation of the organization's mission in achieving previously set goals and objectives, through a medium of accountability that is carried out periodically.

It can be concluded from that accountability in the military is an effectiveness in itself because

the better the effectiveness in the military organization, the accountability of the military leader to the upper command can also be said to be the better. In order for accountability in military organizations to be good, the operational readiness of the organization must be prepared / strengthened in advance, The knowledge and skills involved in the preparation will be related to the creation, training and maintenance of combat forces, the preparation related to the use of these means developed for the purpose of war. Because of the lack of understanding of the difference between war preparations and war battles this adversely affects the military organization.

Performance accountability is the embodiment of the obligation of a government agency to account for success/

failure of the implementation of programs and activities in achieving the mission and objectives of the organization. This program aims to increase the capacity and accountability of the performance of government agencies. The target of the program in the field of strengthening performance accountability in Lantamal VII Kupang is the realization of organizational performance accountability in the Lantamal VII environment so that it is able to carry out tasks effectively, efficiently and accountably which aims to encourage the bureaucracy in Lantamal VII Kupang to be more performant and able to account for its performance and improve performance in achieving the vision, mission, and objectives of the organization in accordance with all the sources it uses.

9) Policy deregulation (X9) with Operational Readiness (Y).

The results of qualitative research show that in the TNI all policies related to defense that issue are in the ministry of defense. The making of policies or regulations made in the TNI is a derivative of the policies issued by the minister of defense, regulations and decisions made by the chief of staff of the force, such as Kasal in making regulations and the decisions of the chief of staff of the navy must be based on derivatives of the regulations and decisions made on it, namely the Commander of the TNI and the minister of defense. at the level of the Force Staff, be it the Navy or the Air Force, for the level of expenditure or rulemaking it is only found in the chief of staff of the force, while for the staff under it only issues a SKEP or Decree, for example a decree of the Commander of the Fleet or a decree of the Commander of Lantamal.

At the Lantamal level, the regulations issued are only at the level of making decrees and circulars to the lower units which are in the nature of emphasizing information on decisions that have been issued by the upper command, the decrees made by the commander of Lantamal VII Kupang must be in accordance with or constitute an affirmation of the rules and decisions that have been made by the upper command in this case Pangkoarmada II, Kasal, Commander of the Armed Forces and Ministry of Defense. and its nature applies only to the internals of Lantamal VII and Lanal ranks of Lantamal VII.

The results of quantitative analysis show that the t-statistical value for X9 against Y the original sample value of 0.057 is positive and the calculated t is $1.275 < t\text{-table } (1.960)$ and the p-value of $0.203 > 0.05$ and the original sample value is positive. Thus the Hypothesis on this study is rejected.

In public policy theory, in general, policy deregulation is an effort to improve existing policies/rules. This is done for bureaucratic simplification in service, so that public services are easier and less convoluted. Such a brief bureaucracy, has the potential to prevent administrative malfeasance in public services. But in military organizations, policy deregulation must be

reviewed for overlapping regulations but if it causes irregularities in the regulations, it actually makes the organization's performance weak.

The results of the above hypothesis corroborate the findings of previous qualitative research, empirically that in the TNI all policies related to defense that issue are in the ministry of defense. The making of policies or regulations made in the TNI is a derivative of the policies issued by the minister of defense, regulations and decisions made by the chief of staff of the force, such as Kasal in making regulations and the decisions of the chief of staff of the navy must be based on derivatives of the regulations and decisions made on it, namely the Commander of the TNI and the minister of defense. at the level of Force Staff, be it the Navy or Air Force, for the level of expenditure or rulemaking it is only found in the chief of staff of the force, while for the staff below it only issues a SKEP or Decree, for example a decree of the Commander of the Fleet or a decree of the Commander of Lantamal.

Glutz and Stanton (1999) in their study "Observations on 25 Years of Readiness Research" explained Readiness management is not limited to mapping ordinal unit-level readiness found in readiness reporting systems such as Resource Status and Training Systems or Defense Readiness Reporting Systems to measure operational readiness. But at the strategic level and the level of the policy leader is located in the Office of the Minister of Defense.

At the Lantamal level, the regulations issued are only at the level of making decrees and circulars to the lower units which are in the nature of emphasizing information on decisions that have been issued by the upper command, the decrees made by the commander of Lantamal VII Kupang must be in accordance with or constitute an affirmation of the rules and decisions that have been made by the upper command in this case Pangkoarmada II, Kasal, Commander of the Armed Forces and Ministry of Defense. and its nature applies only to the internals of Lantamal VII and Lanal ranks of Lantamal VII.

10) Strengthening Public Services (X10) with Operational Readiness (Y).

The results of qualitative research show that the TNI as a tool of state defense is an institution that philosophically provides public services in the defense sector. The TNI serves the public in terms of various disturbances and threats that can disturb society, nation and state. The TNI is obliged to provide a sense of security for Indonesian citizens from enemy attacks both from inside and outside. The concept of service to the community in the military is slightly different from the concept of public service in civilian organizations, in the military the concept of service to the community is still connected with the concept of Defense, namely *Dawilhanla*, by successfully carrying out the main task of both OMP and OMSP it is the service of the TNI to the community. The benchmark for the success of TNI public services in the defense sector is if the community feels safe and free from all threats and the integrity of the Republic of Indonesia can be maintained.

The difference in the definition of public service in the military and civilian is the object given the service itself, the service of Lantamal VII Kupang to the soldier and his family is part of the public service itself, including the principles of public service itself are also applied to soldiers also not only apply to the general public those principles, so public service in the military must include service as a military organization to the general public and the soldiers themselves.

The results of quantitative analysis show that the t-statistical value for X10 against Y the original sample value of 0.081 is positive and the calculated t is $1.759 < t\text{-table}$ (1.960) and the

p-value of $0.079 > 0.05$ and the original sample value is positive. Thus the Hypothesis on this study is rejected.

The results of the hypothesis above corroborate the findings of previous qualitative research, empirically the TNI as a tool of state defense is an institution that philosophically provides public services in the defense sector. The TNI serves the public in terms of various disturbances and threats that can disturb society, nation and state. The TNI is obliged to provide a sense of security for Indonesian citizens from enemy attacks both from inside and outside. The concept of service to the community in the military is slightly different from the concept of public service in civilian organizations, in the military the concept of service to the community is still connected with the concept of Defense, namely *Dawilhanla*, by successfully carrying out the main task of both OMP and OMSP it is the service of the TNI to the community. The benchmark for the success of TNI public services in the defense sector is if the community feels safe and free from all threats and the integrity of the Republic of Indonesia can be maintained.

The success of carrying out the main duties of both OMP and OMSP is the service of the TNI to the community is the Accountability of the TNI which is responsible for the performance or implementation of the position of military officer. (Bernard J. Pieczynski, 2010) explains Accountability in the military is the accountability of military officers for their successes/failures in military operations. An organization can be said to be effective if the organizational goals or values as set out in the vision and mission can be achieved optimally with optimal readiness.

So it can be concluded that service to the community with the benchmark of the success of TNI public services in the defense sector is that if the community feels safe and free from all threats and the integrity of the Republic of Indonesia can be maintained in military organizations is an effectiveness itself because the better the effectiveness in military organizations, the better military service to the public can also be said to be better.

11) Operational Readiness (Y) with Organizational Effectiveness (Z).

The results of qualitative research show that the implementation of bureaucratic reform in the military the concept of efficiency as the highest standard in bureaucratic reform can only be applied to the realm of the power preparation process, while in the operational realm the principle of efficiency cannot be applied because under the burden of life and death situations, the emphasis is on effectiveness, not efficiency where in its implementation it is necessary to pay attention to the military joints themselves or more specifically pay attention to the peculiarities of the military directed to the operational preparation of the military itself so that the effectiveness of the defense task can be maximally achieved. Furthermore, the concept was included in the concept of bureaucratic reform of military organizations but must still refer to the sources of the Ministerial Regulation of the Ministry of RB in the implementation of bureaucratic reform in Lantamal VII Kupang.

The results of quantitative analysis show that the t-statistical value for Y against Z the original sample value of 0.799 is positive and the calculated t is $25.857 > t\text{-table}$ (1.960) and the p-value is $0.000 < 0.05$ and the original sample value is positive. Thus the Hypothesis on this study is accepted.

The results of the study of the Operational Readiness factor as an intervening variable (Variable between the area of change in military bureaucratic reform and the effectiveness of military organizations) are in line with what Richard Betts conveyed in (Ka Po Ng 2005) Military

readiness is defined as a function of speed and effectiveness, while effectiveness is the product of efficiency. Then according to Betts, military readiness according to the basis of its doctrine is divided into three, namely operational, structural and mobilization readiness. While these aspects relate to the essential properties of military affairs, speed and efficiency. Operational readiness in the military is about how quickly a military unit can reach full capabilities.

In the context of Defense, readiness indicates that the part of a military capability that when considered with the sustainability of force will create force readiness. Readiness is the ability to prepare a capability for operation in a set time. Therefore, readiness is a key determinant of the military capabilities that the Defense Force can provide. How effectively it is achieved, significantly affects the country's defense capabilities to conduct defense and directives from other governments (P. J. Barrett, 2003)

Barrett further explained that due to the complex nature and character of Navy operations, the Navy uses a long-term planning methodology to prepare its readiness, including the operation of the Fleet Activity Schedule. It orients its preparedness planning around the concept of 'task' and 'contingency' readiness. Task readiness is the readiness of a fleet to meet planned operations, exercises, deployments, and routine activities, while contingency readiness, on the contrary, is readiness for unpredictable missions.

4. Conclusions

1) The results of qualitative research found a pattern of relationships as a hypothesis (Bureaucratic reform in military organizations, especially in Lantamal VII Kupang which is measured by variables Change management, Human Resource Management System Governance, Organizational Structuring and strengthening, Strengthening supervision, Governance Arrangements, Civil-Military Relations consisting of 2 (two) dimensions, namely the Synergy dimension and the Fundraising dimension, Integrated logistics system, Strengthening accountability, Policy deregulation, Strengthening public services due to these variables as a key element of bureaucratic reform in military organizations, especially in Lantamal VII Kupang, operational readiness variables which end in the variable Organizational Effectiveness as Dependent / Endogenous). The hypothesis, which was found through qualitative methods, was proven using quantitative methods in the wider population that was processed using smartPLS version 3.0. By conducting an overall test of model suitability (Outer Model test and Inner Model test) from the 11 hypotheses, 8 relationships of positive and significant influence influences were obtained and 3 had no positive and significant effect on exogenous variables on endogenous variables. The results of proving the hypothesis can be concluded that:

- (1) Change management has a positive and significant effect on Operational Readiness.
- (2) Human Resource Management System has a positive and significant effect on Operational Readiness
- (3) Structuring and strengthening the organization has a positive and significant effect on Operational Readiness.
- (4) Strengthening supervision has a positive and significant effect on Operational Readiness.
- (5) Governance arrangements have a positive and significant effect on Operational Readiness.
- (6) Civil-Military Relations have a positive and significant effect on Operational Readiness.
- (7) Integrated Logistics System has a positive and significant effect on Operational Readiness.
- (8) Strengthening accountability does not significantly positively affect operational readiness.

- (9) Policy deregulation has not significantly positively affected Operational Readiness.
- (10) Strengthening public services does not significantly have a positive effect on Operational Readiness.
- (11) Operational Readiness has a positive and significant effect on Organizational Effectiveness.

3) Accountability in the military is an effectiveness in itself because the better the effectiveness in the military organization, the accountability of the military leader to the upper command can also be said to be the better. In order for accountability in military organizations to be good, organizational operational readiness must be prepared/strengthened in advance.

4) At the Lantamal level, the regulations issued are only at the level of making decrees and circulars to the lower units which are in the nature of emphasizing information on decisions that have been issued by the upper command, the decrees made by the Commander of Lantamal VII Kupang must be in accordance with or constitute an affirmation of the rules and decisions that have been made by the upper command in this case Pangkoarmada II, Kasal, Commander of the Armed Forces and Ministry of Defense. and its nature applies only to the internals of Lantamal VII and Lanal ranks of Lantamal VII.

5) Service to the community with the benchmark of the success of TNI public services in the defense sector is that if the community feels safe and free from all threats and the integrity of the Republic of Indonesia can be maintained in military organizations is an effectiveness itself because the better the effectiveness in military organizations, the better military service to the public can also be said to be better. In order for public service in military organizations to be good, the operational readiness of the organization must be prepared / strengthened in advance.

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